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Date: 11th May 2025

Independent College Dublin

BA (Hons) in International Business

Final Year Project

Title:

How digital tools such as LinkedIn and specialized platforms support global companies in recruiting and managing diverse talent

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Abstract

This study examines the role of digital platforms, namely LinkedIn and specialized recruitment tools, in facilitating global companies to manage and recruit a diverse talent pool. This project seeks to explore the effectiveness of such tools in supporting inclusive hiring within a multicultural context.

Using a qualitative approach of semi-structured interviews, this study brings together expertise from such heterogeneous individuals as recruiters, diversity specialists, and professionals who successfully obtained jobs via such channels. The group focuses across five broad themes which have emerged from the literature; these are global talent management, cultural diversity, specialized platforms, intercultural communication, and the challenges and opportunities in multicultural teams.

The literature suggests the relevance of inclusive policies, cultural intelligence, and platform design. The analysis of the primary data obtained will be conducted according to Bryant and Charmaz's (2019) grounded theory approach content analysis method, seeking to triangulate the academic theory with real events. The research is expected to have pragmatic implications for the companies as well as a scientific contribution to the body of knowledge by advancing the theories in the context of international HRM and their digital strategies for recruitment.

List of Acronyms

AI – Artificial Intelligence

D&I – Diversity and Inclusion

HR – Human Resources

HRM – Human Resource Management

ILO – International Labour Organization

IHRM – International Human Resource Management

SMEs – Small and Medium Enterprises

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Chapter 1 – Introduction

1.1 Background and Context

In a global economy, companies are more than ever required to attract, manage, and retain talent from diverse backgrounds, cultural and professional. Talent acquisition in the digital era has completely transformed how organizations approach the task. More and more, international companies rely on platforms like LinkedIn and other recruitment tools to find relevant professionals worldwide. These tools make claims of increased efficiency, enhanced employer branding, and more equitable hiring practices.

1.2 Rationale

When applied to multicultural environments, the use of such platforms poses significant challenges. Although they widen the reach for talent, they can also reinforce biases, miss localized cultural dynamics, or get lost in the noise when it comes to approaching underrepresented candidates. In companies where diversity and inclusion (D&I) has been made a priority and strategic imperative, the imperative for critical reflection on whether these tools are supporting inclusive hiring or simply reinforcing the status quo.

The motivation for this research stems from the disparity between the potential of digital recruitment platforms and the actual outcomes encountered by professionals and recruiters in international markets. Beyond these structural challenges, having personally navigated global hiring systems as an international candidate, this research is motivated by a desire to contribute

to a pragmatic understanding of how digital tools such as LinkedIn influence efforts to include diverse talent across difference.

1.3 Research Aim and Objectives

The main objective of this research is to explore the role of LinkedIn and specialized recruitment platforms in supporting international companies to build culturally diverse teams. It also seeks to identify the challenges faced in this process and the strategies used to promote inclusion through digital tools.

1.4 Research Question

How do LinkedIn and specialized recruitment platforms support international companies in recruiting and managing diverse talent?

2 Literature Review

In a more interconnected marketplace, global talent management has become essential. Tools such as LinkedIn, with over 900 million users, provide a platform to easily find and connect professionals across regions and cultures, making hiring easier for national or global teams (LinkedIn, 2023). In addition to breaking down geographic barriers, the platform yields insights that allows companies to adapt their recruitment strategies.

Diversity and inclusion are becoming strategic priorities as well. Adler (2008), diverse teams are more creative than homogeneous ones, and the LinkedIn Global Talent Trends (2023) stated that

78% of recruitment leaders believe inclusion is one of the most important drivers of business success. However, as Stahl and Tung (2015) note, diversity only works in the presence of inclusive policies.

This project looks at how tools such as LinkedIn are changing the way recruitment happens across the globe and adding to inclusion in a multicultural context.

2.1 Theme 1 – Global Talent Management with LinkedIn

Sub-Research Q1: How do companies use LinkedIn to manage talent across different regions?

Sub-Research Q2: What challenges are faced in managing global teams?

For international companies with a global talent reach, LinkedIn is an indispensable resource, bridging professionals across regions and erasing geographical limitations. According to Schuler et al. (2011). In terms of sourcing and recruiting, the platform is great to find talent but has a mismatch in adopting to local culture. According to LinkedIn Global Talent Trends Report (2023) 78% of recruiters consider LinkedIn platform essential for reaching diverse candidates, especially in emerging markets.

But these practices cannot take hold without culturally specific strategies. According to Hofsted (2010) since quite diverse cultural preferences directly affect the efficiency of digital tools implemented by a company there is an obligation to adapt regional approaches. Digital channels alone may not be enough to engage the audience, diverting from traditional face-toface interactions in Asian markets.

On top of that, global teams bring their own challenges. Schneider and Barsoux (2003) quote trait in LinkedIn it just connect talent but not all about intercultural communication. In this regard, Hofstede (2010) say that cultural blocks generate misinterpretations between organizations, and Bartlett and Ghoshal (2002) argue that badly adapted global strategies may affect local performance.

Adler (2008), by contrast, advocates that LinkedIn helps in the formation of heterogeneous groups but argued that cultural sensitive management practice must be employed together with it. There are complementary tools and organizational policies aligned with the cultural differences that need to be in place, as the platform is great at spotting talent but failing to do so will not result in having a successful global team.

Some of the recent literature raised concerns on algorithmic bias in platforms such as LinkedIn. According to Raghavan et al. (2020), when LinkedIn broadens the access to international talent, its algorithms might unintentionally favor candidates due to their geographical location, language, or connections, resulting in the lack of true diversity in candidates exposed.

In a similar view Jeske and Shultz, (2016) contend that professional visibility on LinkedIn is not exclusively based on merit. Instead, they rely heavily on how users create profiles and engage on the platform, which may place candidates who are not adept with digital self-promotion or come from cultures that value different styles of communication at a disadvantage.

These observations only underscore how LinkedIn is a powerful yet imperfect resource. For this inclusive global recruitment to occur, companies will need to do more than simply use these

platforms, they will need to implement intentional diversity approaches that mitigate these structural constraints.

To summarize, although LinkedIn is a must be used tool to find global talent, but it will only work if the strategies applied are culturally and regionally diverse (Hofstede 2010; Schuler et al. 2011).

Although LinkedIn can help individuals access potential talent from around the world, critics have reported the platform's algorithmic structure reinforces industry homogeneity as it rewards profiles most attuned to prevailing market demands (Van Dijck, 2013). It also calls into question whether the platform really promotes diversity or just reinforces existing corporate hiring patterns.

Furthermore, Godey et al. (2022) argue that LinkedIn is only part of the solution for companies, and will fail to recruit diverse candidates from non-traditional backgrounds with less visibility on such networks.

2.2 Theme 2: Cultural Diversity in International Teams

Sub-Research Q3: How do multinational companies promote diversity and inclusion with the support of LinkedIn?

International teams are a necessary condition for innovation and organizational performance due to their inherent cultural diversity. As said by Trompenaars and Hampden-Turner (2012) teams with culturally diverse character increase creativity but need successful leadership to

avoid disasters full of conflicts. Likewise, Stahl and Tung (2015) emphasize that diversity has positive implications on organization performance when clear inclusion policies exist.

But the cultural differences can be challenging. According to Hofstede (2010) usage of standardized management practices does not take care of culture specific factors, which means that level of misunderstandings or degree of low integration within the team will be high as compared to heterogeneous cultures. In decision-making, for example, individualistic cultures can come into conflict with collectivist ones.

Moreover, Schneider and Barsoux (2003) believe that cultural training is not a high priority for most companies but says it is one of the greatest barriers to the success of diverse teams. On another hand, Adler (2008) also says that diversity is a competitive advantage if leaders can manage it properly and encourage open communication and respect each other.

Diversity brings challenges but it also affords massive opportunities. As Bartlett and Ghoshal (2002) explain, multicultural teams introduce differing viewpoints that can help the company answer more effectively to global markets.

Thus, the cultural diversity in international teams has its own pros and cons. To succeed, however, investment in cultural training and policies promoting inclusion are needed (Stahl & Tung, 2015 Adler, 2008).

While much of the literature promotes diversity, Jonsen et al. (2021) point out diversity is not a necessary condition for innovation-based thinking as lack of proper handling of diversity creates silence and marginalization. The performance benefits from multicultural teams if any will be limited to a few individuals, or will be derived primarily through psychological safety and

inclusive communication norms. This is a nuance that is often under-explored in diversity literature, which tends to focus more on structure over interpersonal dynamics.

As well as cultural training, studies suggest that inclusive leaders and psychological safety contribute to high performing diverse teams. According to Stahl et al. (2010) a culturally diverse team results in superior performance only when its members feel a sense of respect and support. And without trust, diversity can lead to miscommunication and tension.

Lauring and Klitmøller (2015) further add that collaborations between global virtual team members are challenging, especially due to time zone and cultural differences. In such situations, clear communication rules and intercultural awareness are necessary for collaboration to work.

These findings underscore the importance of active inclusion efforts, where diversity alone is not sufficient and developing culturally sensitive communication practices is vital as well to the success of international teams.

2.3 Theme 3: Integration of Specialized Recruitment Platforms

Sub-Research Q4: How do diversity-focused recruitment platforms integrate with LinkedIn, and how does this affect companies' hiring strategies?

Starting with the integration of niche recruitment platforms (like diversity focused ones) to LinkedIn has become a wonderful way to promote inclusion into organizations. enabling

companies to formulate recruitment plans which are near their diversity requirements (Bartlett and Ghoshal, 2002).

According to Schneider and Barsoux (2003), although these platforms can supplement global tools, such as LinkedIn, they are not fully integrated enough to be effective. For example, organizations often find themselves having to rely on multiple disparate systems to track talent data, an inefficiency.

While specialized platforms are great at assisting organizations in accomplishing diversity goals, they need to be better integrated according to the latest LinkedIn Global Talent Trends Report (2023). Such platforms cater to the increasing demand of companies wanting a more inclusive recruitment strategy (Adler, 2008) and such tools can also help identify previously unseen talent (Stahl & Tung, 2015).

However, there are considerable obstacles that exist including limited interoperability between platforms and resistance from organizations to adopt a modern technology. To do that, Trompenaars and Hampden-Turner (2012) recommend that companies take an expressive integration strategy into account which includes systemic platform integration involving both technical and cultural characteristics.

As a result, although dedicated diversity platforms are valuable, they will only yield such value if combined wisely with LinkedIn and supplemented by inclusion oriented technical plays in organizations.

But a big downside is that there has not yet been widespread technological integration with traditional hiring platforms for many diversity-focused platforms. As noted by Kellogg et al.

(2020), these platforms are often siloed, leading them to lose their strategic value for companies unless they invest in interoperability and systems for data sharing. That is no real strategy when it comes to measuring impact, not just a right action.

Platforms that focus on diversity by enabling the customisation of recruitment filters, diversity-focused platforms can help companies to source candidates from minority backgrounds. Fuller et al. (2024) note that many employers are in favor of skills-based hiring, but that most continue to be influenced by formal credentials. This gap between rhetoric and practice illustrates how system and cultural obstacles still often prevent inclusive hiring, even when the tools for extended outreach are available.

However, these tools must be regularly audited to make sure it is not existing bias driving the data or the algorithms that make up the tool. So specialized platforms have immense potential, and when you combine that with what makes the party itself welcoming to candidates — inclusive practices, transparent/legitimate processes, accountabilities — that potential will be amplified by the ability of those platforms to affect change.

2.4 Theme 4: Intercultural Communication and Collaboration

Sub-Research Q5: How does LinkedIn facilitate communication between multicultural teams from different regions?"

The importance of intercultural communication in the success of global teams cannot be disregarded. LinkedIn & other digital tools obviously act as facilitators, registering us into a

broader realm of multicultural interactions. On the other hand, cultural distinctions can be significant baries, needing targeted measures to cultivate successful cooperation.

According to Hofstede (2010), cultural dimensions such as high- and low-context communication impact message interpretation. In high context cultures (such as Japan), implicit information matters a lot, while in low context cultures (such as USA) explicit clarity becomes more important. And it leads to miscommunication on global platforms.

Digital tools such as LinkedIn can potentially mediate cultural conflicts, but they do not remove the necessity for preparation between cultures, Adler (2008). By balancing tech with holistic organizational policies, the author believes we can improve intercultural collaboration.

Trompenaars and Hampden-Turner (2012) says, if you understand the cultural values of your multicultural team then you can better calibrate expectations with fewer conflicts. Hall (1976) also demonstrated that cultural context and differences impact the communication of messages such that global communications are complex and nuanced.

Meyer (2014) also explains that how cultures give feedback or make decisions will have an impact on team dynamics too. Earley and Ang (2003), in their discussion on CQ, elaborates it as an integral part of adapting to a multicultural environment, which is even more crucial when working with digital tools.

Thus, although LinkedIn enhances intercultural interaction efficiency, this is contingent on the use of strategies that integrate technology with culture education as suggested by Meyer (2014) and Hofstede (2010). To do your collaborative work well and without any conflicts this is crucial.

Even with the potential offered by resources such as LinkedIn, intercultural misunderstanding often remains by virtue of digital ambiguity. As argued by Hinds et al. (2011), virtual communication lacks important non-verbal cues and context necessary for understanding cultural meaning. Organizations should therefore blend digital tools with people training and cultural development in order to fill such gaps.

Moreover, De Vita and Case (2020) highlight that digital fluency and cultural intelligence (CQ) together serve as predictors of successful communication in online environments. LinkedIn by itself will not clear away misunderstandings, but as a support for intentional cross-cultural dialogue, it probably can help create a more inclusive global workplace.

2.5 Theme 5: Challenges and Opportunities in Multicultural Companies

Sub-Research Q6: What are the main challenges faced by companies that recruit talent from various nationalities?

A duality exists for multicultural companies: while cultural diversity provides an abundance of opportunities, it also leads to challenging problems. Cultural diversity may bring out the innovation, but it also generates conflicts because of misinterpretations (Stahl and Tung 2015). According to Hofstede (2010), dimensions of cultural values like individualism versus collectivism affect the effectiveness of team processes globally.

Cox (1994) introduced the “organizational diversity” model which states that when organizations are inclusive, this improves job satisfaction and creativity among employees and prevents

discrimination costs. Ely and Thomas (2001) conclude that the benefits of diversity teams depend on leadership strategies that develop mutual respect.

But challenges such as unconscious biases are commonplace. Banaji and Greenwald (2013) illustrates how implicit biases guide hiring and integration choices, which lock out diversity. Meyer (2014) believes that while nationality culture differences can lead to potential unfriendliness, team performance and efficiency may be compromised with proper inclusive policy implementation and training.

Diversity promises a better adaptation to global markets and more innovative solutions (Adler 2008; Trompenaars & Hampden-Turner 2012). Moreover, Earley and Ang (2003) consider that cultural intelligence (CQ) is important for the good cooperation in multicultural work settings.

Positive management practices coupled with cultural intelligence training certainly have the potential to turn challenges like misconceptions and culture clashes into competitive advantages for multicultural companies.

One challenge that flies under the radar is the performance paradox of diversity: diverse teams underperform when they're not well led inclusively. Kochan et al. (2003) points out that diversity only worked to the advantage of the collective if the leaders created a climate of openness and engagement. Conversely, superficial inclusion can even cause higher turnover and workplace frustration.

Also a recent finding from the International Labour Organization (ILO, 2022) suggests that organizations that frame multicultural teamwork with structured diversity frameworks report

higher levels of employee engagement, less turnover, and better innovations. Such benefits are more likely to materialize when diversity is coupled with inclusive leadership and accountability metrics.

Companies that view diversity as a strategic business asset (rather than a compliance issue) are better positioned to address dynamic global markets (Mor Barak, 2022). This view turns the diversity challenge into a competitive differentiator that can deliver tangible value through improved organizational performance.

According to new evidence from the Chartered Institute of Personnel and Development (CIPD, 2023), inclusive recruitment is more than adopting technology, it requires the commitment of leadership, training of staff and the examination of hiring practices based on the available data. For example having tools like LinkedIn or a diversity platform are ineffective if the values they are built off do not manifest in the culture of the teams. This shows that the best multicultural organizations are those that blend strategic platform dynamics with policies that promote sustained equity and participation in the long run.

2.6 Conclusion of the Literature Review

The literature review shows that digital platforms such as LinkedIn play an important role in linking talent from around the world, conecting culture and promoting diversity. According to Hofstede (2010), cultural values affect the choice of communication patterns and team management practices while Trompenaars & Hampden-Turner (2012) further emphasize the

idea with different diverse applications on national, regional, ethnic or institution basis. Based on Adler (2008) and Stahl & Tung (2015), diversity cannot be fully effective without inclusive policies. Moreover, the introduction of specialized tools and enhancement of cultural intelligence (Earley & Ang, 2003) are vital to adapt cultural problems as a competitive advantage. These findings correspond directly to the research question, which is how digital tools assist global talent management and inclusion. These set a useful groundwork for forming key research questions on how effective the use of these platforms are with particular practices.

The five themes reviewed were therefore critical to understanding the theoretical landscape, as well as directly informing the core research design. The questions were constructed to fill the gaps and perspectives noted in the literature, but also ensure the researcher could understand how professionals view diversity and recruitment practices, and how they feel LinkedIn may work in multicultural environments. Thus, this convergence between theory and work enhances the project's responsiveness to the central research question.

3 Methodology

The following research is based on a qualitative approach using semi-structured interviews. We chose qualitative research because it helps to explore perceptions and subjective experiences, which is an important consideration when examining how LinkedIn in specific, and specialized platforms in general, affect the global recruitment of diverse talent. Also, the qualitative approach fits as it is following the main research question which is: How do LinkedIn and

specialized platforms help globally operating companies recruit and manage diverse talent? Qualitative research is considered appropriate when the aim is to explore phenomena in-depth in their natural context (Creswell, 2014).

The sample consists of seven interviewees, clustered into three major profiles, allowing for a solid analysis of various perspectives of the phenomenon. The first group is recruiters and human resource managers who provide insights on the strategies as well as challenges while using LinkedIn and niche platforms to recruit international talent. The second group is diversity and inclusion experts, who question whether these tools actually further inclusion and diversity in the corporate setting. The third group consists of professionals hired through LinkedIn or specific platforms and who give their perspective on the challenges and opportunities of digital recruitment and how diversity was considered when hiring. This is a sample distribution which will have the data triangulation principle at play (Patton, 2002) ensuring multiple perspectives on the same phenomenon and increasing the validity of the research.

The size of the sample adheres to the notion of theoretical saturation (Glaser & Strauss, 1967) that is, new interviews cease to reveal meaning beyond at that point. For qualitative studies, one would probably need a sample between five and ten interviewees in order to come to this point of saturation (Guest, Bunce & Johnson, 2006). As such, having seven participants was seen as sufficient to measure nuance without overly redundant information.

Data collection will use semi-structured digital interviews, in the form of writing to facilitate the interviewees. The interviews are said to take 20 – 30 minutes and the questions were customized

to each group of participants to make sure each group's answers yield information useful for the study.

The data collected will be later analyzed using the principles of Grounded Theory, as presented in The SAGE Handbook of Current Developments in Grounded Theory (Bryant and Charmaz, 2019), so to classify their responses to the main research themes that are global talent management for LinkedIn, cultural diversity on international teams, integration of specialized recruitment platforms, intercultural communication and collaboration, and challenges and opportunities in multicultural companies. The analysis will seek to underline patterns and convergences/divergences among the responses that permit critical readings of the impact of digital platforms on global recruitment.

The study will be carried out in accordance with the ethical principles determined by the institution and the anonymity and confidentiality of the participants will be guaranteed. Participants will be fully briefed as to the aim of the research and will deliver informed consent prior to responding to the questions.

4. Findings and Discussion

4.1 Introduction to Findings and Discussion

Here are presented and discussed the main results arising from the primary research. It takes these findings and contrasts them with what was learned from the interview. The main goal is

to understand how platforms like LinkedIn and other specialised tools help international companies to recruit and manage diverse talent.

The findings are presented in five themes: (1) Global Talent Management with LinkedIn, (2) Cultural Diversity in International Teams, (3) Integration of Specialised Recruitment Platforms, (4) Intercultural Communication and Collaboration, and (5) Challenges and Opportunities in Multicultural Companies. Interview findings for each theme are first provided. Then it is contrasted with what is written by academic authors. Finally, in a brief discussion, what the findings indicate for the research question is explained.

This structure serves to link the content of the interviews, and the books and articles reviewed. It also allows us to observe where results corroborate and or differ from existing knowledge. Finally, this will strongly contribute to the conclusions and recommendations for the project.

4.2 Theme 1: Global Talent Management with LinkedIn

4.2.1 Table – Summary of Interview Findings

Table 1: Summary of Interview Findings for Global Talent Management with LinkedIn

(Source: Primary data collected by the author, 2025)

Interviewee Code	Key Points Highlighted	Observations
D.M. (Recruiter)	LinkedIn essential for visibility but lacks diversity-focused filters.	Company strategies needed to complement platform use.
J.B. (Recruiter)	Helpful to access global candidates but weak on cultural adaptation.	Filters not enough to address diversity challenges.
S.B. (Hired Professional)	Visibility through LinkedIn; practical use better on Indeed.	LinkedIn stronger for networking than direct recruitment.
G.M. (Hired Professional)	LinkedIn offers good exposure, but algorithmic bias is a concern.	Questions on fairness and representation.
T.S. (Platform Representative)	Highlights importance of combining LinkedIn with niche platforms.	Diversity-specific tools are necessary to complete recruitment strategies.
P.T. (Hired and Tech Professional)	LinkedIn improves access and visibility, but real inclusion depends on company practices.	Companies need to demonstrate genuine commitment beyond visibility.

4.2.2 Primary Findings

How do companies use LinkedIn to manage talent across different regions and What challenges are faced in managing global teams?

The interviewees believe that LinkedIn is an effective platform in hunting talents worldwide. Recruiters D.M. and J.B. stressed that although LinkedIn's reach is broad, LinkedIn does not offer you the capability to prioritize diversity, so it's essential to supplement the platform with inclusion efforts at the company level.

S.B. and G.M. were professionals who were hired and said LinkedIn was a way to be seen in the professional world but that the actual job applications often came out of platforms like Indeed. G.M. said it had reservations about the algorithmic architecture of LinkedIn, which it argued could perpetuate prejudices and prevent democratically genuine diversity.

And as P.T. pointed out, platforms like LinkedIn have opened access to opportunities, but it is up to companies to take their brand and values seriously if they want to share that information. Also that digital visibility was a good thing, but no substitute for companies that wanted to show their commitment to inclusion in their hiring process.

Platform representative T.S. pointed out that LinkedIn alone won't always get you there in terms of diversity goals and indicated that employers should consider niche platforms that are geared towards diversity and inclusion to go along with leveraging the wide access that LinkedIn provides.

4.2.3 Comparison with Literature

The findings correspond to the perspective of Schuler et al. (2011) who argue that digital platforms, such as LinkedIn, provide access to global talent that nevertheless requires customisation to local and cultural context. Hofstede (2010) also points out the effect of cultural differences on the efficacy of digital tools in different geographic areas. Nonetheless, where Adler (2008) argued that 'utilized properly, the Global Tools could further diversity' the interviewees suggest that LinkedIn on its own does not achieve this unless specific supplementary actions are taken by the organisation.

4.2.4 Interpretation and Discussion

The main data supports the case that LinkedIn has an important function in finding talent across the world but some big gaps when it comes to diversity/culture awareness. The platform can only do so much to foster inclusive recruitment without complementary strategies. This is part of the answer to the first sub-research question, suggesting that, while job site is crucial, the diversity of recruitment processes only follows from its conjunction with customised internal routines and dedicated tools to the diversity recruitment.

4.3 Theme 2 – Cultural Diversity in International Teams

4.3.1 Table – Summary of Interview Findings

Table 2: Summary of Interview Findings for Cultural Diversity in International Teams

(Source: Primary data collected by the author, 2025)

Interviewee Code	Key Points Highlighted	Observations
D.M. (Recruiter)	Diversity is recognized but not fully supported by structured internal policies.	Believes leadership needs more focus on inclusion practices.
J.B. (Recruiter)	Companies talk about diversity but invest little in cultural training.	Lack of cultural preparation weakens teamwork.
S.B. (Hired Professional)	Workplace inclusion depends more on team leadership than on hiring platform.	Real diversity happens after hiring, not just at recruitment stage.
G.M. (Hired Professional)	Found difficulties in team integration due to cultural differences.	Points out that communication norms were often not adapted.
P.T. (Tech Professional)	Highlighted the importance of understanding “unspoken rules” and hidden cultural expectations.	Lack of cultural mentoring creates invisible barriers for international professionals.
T.S. (Platform Representative)	Highlights that platforms cannot fix internal organizational culture.	Diversity tools are support mechanisms, not full solutions.

4.3.2 Primary Findings

How do multinational companies promote diversity and inclusion with the support of LinkedIn?

The interviews demonstrate that part of the reason is a lack of good diversity practice in their companies: many put diversity out there as a laudable goal and hope for the best when it comes to real inclusion within their teams. Recruiters D.M. and J.B., pointed that there is a significant schism between the lip service some organizations pay about the importance of diverse workplaces and being committed to cultural training and integration in the same organizations. D.M. highlighted the importance of leadership in encouraging diverse teams, whereas J.B. indicated that the lack of readiness for cultural difference really affects teamwork.

Hired professionals S.B. and G.M. emphasised that inclusion should not stop at hiring. Leadership style was found to be an important factor in the actual experience of workforce diversity, as described by S.B. Where G.M. struggled to fit into teams, especially around issues of culture and what he saw as limited intercultural interaction.

According to P.T., another major hurdle in multicultural teamwork is the called “unspoken rules” that international professionals do not immediately recognize. Complementing that a failure to be mentored culturally and a lack of clear communication protocols can lead to these barriers being invisible, even when organisations say they are supportive of diversity.

Platform representative T.S. told that while tools such as LinkedIn can offer further visibility and initial access to diverse candidates, such tools are not a replacement for weaker inclusion practices within the organizations.

4.3.3 Comparison with Literature

This is consistent with the proposal of Stahl and Tung (2015) that diversity alone is insufficient, without strong inclusion practices, to ensure performance benefits in international teams. This is also claimed by Hofstede (2010) who points out that lack of preparation in cultural context is likely to lead to cultural misjudgments if team members work together for people from other cultural backgrounds. Variations in communication and leadership expectations and similarly, Trompenaars and Hampden-Turner (2012) argue that differences in communication can form internal barriers if not handled with prudence. Adler (2008) also stresses the competitive advantage resulting from homogenous teams, however, that advantage is not released automatically, as the interviewees confirm that the conditions of leadership and cultural adaptation must be in place.

4.3.4 Interpretation and Discussion

The findings imply that large multinational companies continue to have difficulties in making the transition from the promotion of diversity at the time of hire to the real inclusion of diversity in daily team work. Digital systems can make a difference in attracting a variety of people, but the biggest obstacle still lies within the organization: the way leaders lead, the training done to shift culture and the everyday methods for communicating. Thus, in reference to the second sub-research question, LinkedIn provides for initial access to diverse talent, but not integration into an organizational culture that guarantees success.

4.4 Theme 3 – Integration of Specialized Recruitment Platforms

4.4.1 Table – Summary of Interview Findings

Table 3: Summary of Interview Findings for Integration of Specialized Recruitment Platforms

(Source: Primary data collected by the author, 2025)

Interviewee Code	Key Points Highlighted	Observations
D.M. (Recruiter)	LinkedIn remains essential but more automation and humanised processes are needed in the future.	Diversity needs stronger human-centred recruitment practices.
J.B. (Recruiter)	Diversity efforts are complex due to costs and operational challenges.	Companies often prioritise speed and efficiency over diversity integration.
T.S. (Platform Representative)	Highlights that diversity-focused platforms complement LinkedIn and can integrate directly.	Integration strengthens the visibility of affirmative opportunities.
S.B. (Hired Professional)	Platforms offer different levels of visibility; LinkedIn helps but is not always practical.	Candidates use multiple channels to maximise job opportunities.
G.M. (Hired Professional)	LinkedIn provides interviews, but Indeed preferred for actual applications.	Specialised diversity platforms still need broader adoption.
P.T. (Hired and Tech Professional)	Warned that over-reliance on filters and lack of strategy weaken diversity efforts.	Digital tools must be complemented by intentional inclusion practices.

4.4.2 Primary Findings

How do diversity-focused recruitment platforms integrate with LinkedIn, and how does this affect companies' hiring strategies?

The interviewees contributed contrasting views of the function and incorporation of niche recruitment sites. D.M. accepted that as an active player LinkedIn still plays a key role in recruitment, but also pointed out that following trends should not only include automation and

AI but more human and diverse approaches. J.B. noted that while diversity efforts are important, they tend to add complexity and costs to recruitment, leaving companies wanting to prioritize speed and operational efficiency over more extensive diversity programs.

T.S., from a diversity-oriented platform stated their software is connected with LinkedIn and the other larger openings including for affirmative action. However, T.S. also pointed out not enough to just have platform integration, but that the company has to be deeply committed to it.

From the candidates' perspective, S.B. and G.M. noted that although LinkedIn brings visibility, platforms like Indeed were much more comfortable. Both stressed the significance of using a variety of channels but also acknowledged that dedicated diversity platforms are not yet mainstream at organisations.

P.T. also noted that while platforms like LinkedIn ensure that you have more of a global reach, they alone do not ensure diversity outcomes. Was added, that reliance on filters and a lack of filtering by organisation can potentially reduce the impact of digital recruitment to promote real inclusion.

4.4.3 Comparison with Literature

The results are partially consistent with Bartlett and Ghoshal's (2002) contention that the organisational systems should be strategically aligned for initiatives such as diversity recruitment to be effectively implemented. However, as demonstrated by T.S., technology

adoption increases visibility, while recruiters such as D.M. and J.B. suggested operational practices are obstacles to diversity. This supports Schneider and Barsoux's (2003) position that, even with the best of intentions, organizations frequently have difficulty achieving the optimal balance between efficiency and inclusiveness. Fuller et al. (2024) also support that integrated platforms alone are not sufficient to ensure success. Instead, it is the organisations commitment to inclusive practices and strategic alignment that drives meaningful outcomes.

4.4.4 Interpretation and Discussion

The research indicates that while integration with platforms such as LinkedIn can make it easier to source for diverse talent, real change depends on firms commitment to inclusive hiring practices. That is because technological tools need underpinning by leadership strategies that are willing to value diversity beyond the immediate convenience. Thus, related to sub-research question three, we can state that integration mechanisms on the one hand develop, while overcoming internal organisational challenges is on the other hand an important step towards actual change when it comes to selective diversification.

4.5 Theme 4: Intercultural Communication and Collaboration

4.5.1 Table – Summary of Interview Findings

Table 4: Summary of Interview Findings for Intercultural Communication and Collaboration

(Source: Primary data collected by the author, 2025)

Interviewee Code	Key Points Highlighted	Observations
D.M. (Recruiter)	Miscommunication often happens when cultural training is missing.	Emphasises the need for clearer communication standards across cultures.
J.B. (Recruiter)	Differences in communication styles affect teamwork and task execution.	Highlights that digital tools are not enough without cultural preparation.
S.B. (Hired Professional)	Found that non-verbal communication and implicit cultural codes were often misunderstood.	Digital interactions missed important contextual cues.
G.M. (Hired Professional)	Struggled with feedback and decision-making styles that differed across cultures.	Felt that clearer guidelines and cultural education would help.
P.T. (Tech Professional)	Emphasised the difficulty of adapting to implicit workplace communication norms.	Highlighted the need for structured cultural mentoring in organisations.
T.S. (Platform Representative)	Platforms can connect people, but building effective multicultural communication needs organisational effort.	Technology supports interaction but cannot replace cultural understanding.

4.5.2 Primary Findings

How does LinkedIn facilitate communication between multicultural teams from different regions?

Interviews further suggested that communication problems are a common issue in cross-cultural teams, particularly for companies who do not see the value to cultural training and preparation.. Recruiters D.M. and J.B. noted that miscommunication generally does not come down to a lack of linguistic understanding, but rather from different cultural expectations of communication and

interaction. D.M. emphasized the need for written guidelines on communications in a multicultural setting.

The hired professionals S.B., G.M. also reported difficulties, especially in reading nonverbal cues and getting used to the various feedback styles. S.B. noted that online platforms such as LinkedIn can sometimes miss crucial cultural cues, which can result in confusion. G.M. noted better orientation to the workplace and the culture would have made the adjustment easier.

For T.S., while platforms may assist in linking different professionals together, the key to successful partnerships lies within one's own institution and the need to build intercultural understanding.

P.T. also reinforced the importance of culture in the workplace that goes undiscussed. Where simply mastering formal language was not enough, success lay in learning the "unspoken rules" of communication and interaction at the local workplace, with organisations being expected to provide structured mentoring.

4.5.3 Comparison with Literature

The results closely correspond to the literature. As Hall (1976) and Hofstede (2010) asserted, cultural differences influence the way of communicating greatly, and that's the reason why there are difficulties mentioned by the participants. Hall's high versus low context communication is manifest in the confusion experienced by participants in trying to interpret nonverbal cues. Meyer (2014) also confirms differences in feedback and communication in national cultures, which contrast to the experiences of the interviewees. Trompenaars and Hampden-Turner (2012)

add that culture is heavily involved in cooperation, they affirm that leadership's responsibility is to work with these differences to prevent conflicts.

4.5.4 Interpretation and Discussion

The findings indicate that LinkedIn and similar platforms can facilitate connections, but intercultural communication success depends on organisational factors, such as cultural training, communication mentoring, and leadership adjustment. Success in a multicultural setting is not only determined by the ability to speak a language proficiency but also requires knowledge and recognition of hidden cultural expectations as said by P.T. Regarding the fourth sub-research question, it can be concluded that authentic cross-cultural collaboration necessitates active preparation, defined scaffolding, and ongoing organisational support beyond mere digital applications.

4.6 Theme 5: Challenges and Opportunities in Multicultural Companies

4.6.1 Table – Summary of Interview Findings

Table 5: Summary of Interview Findings for Challenges and Opportunities in Multicultural Companies

(Source: Primary data collected by the author, 2025)

Interviewee Code	Key Points Highlighted	Observations
D.M. (Recruiter)	Cultural differences impact interviews and team communication.	HR teams need better training to manage international recruitment.
J.B. (Recruiter)	Immigrants must adapt, but companies should support integration.	Lack of cultural sensitivity can create obstacles in teamwork.
T.S. (Platform Representative)	Diversity initiatives need to go beyond hiring to include daily operations.	Diversity without inclusion weakens workplace cohesion.
S.B. (Hired Professional)	Immigrant professionals often need to prove themselves more.	Workplace inclusion depends heavily on leadership behaviour.
G.M. (Hired Professional)	Immigrants face cultural resistance and lack of representation.	Suggested better inclusion policies and more support structures.
P.T. (Hired and Tech Professional)	Hidden cultural biases and unspoken rules make adaptation harder.	Organisations need to maintain focus on inclusion beyond onboarding.

4.6.2 Primary Findings

What are the main challenges faced by companies that recruit talent from various nationalities?

The interviews indicated a number of opportunities, as well as challenges, that multicultural workplaces generate for the company and its employees. D.M. and J.B., recruiters, said cultural divides affect job interviews, communication and how teams work. D.M. stressed the importance of HR training that addresses the requirements for recruiting internationally and J.B. drew attention to the fact that although acculturation is the responsibility of the immigrant,

companies also need to play the role of the host country and work actively to secure a cultural harmony that will avoid cultural conflicts.

According to S.B., from the point of view of the candidates, immigrant professionals often have to prove themselves even more so than native workers, which makes “inclusion a leadership thing”. G.M. solidified this sentiment when referring to the pushback immigrants experience and the urgency for direct representation and bolstered inclusion policy.

Diversity initiatives shouldn’t end at hiring, T.S. explained. Organisations have to live diversity to build genuine inclusion. P.T.added that hidden biases and unspoken cultural expectations make it harder for international professionals to adapt and ongoing support is vital beyond recruitment.

4.6.3 Comparison with Literature

These results support Stahl and Tung (2015)’s argument that cultural diversity may generate potential value, but only when effective inclusion is in place. Hofstede (2010) also comments upon how underlying cultural values influence organisational behaviour which must be managed. Ely and Thomas (2001) emphasised that diversity stimulates innovation only when companies are able to manage group processes for effective integration. Moreover, Cox’s (1994) model finds that organisations which construe diversity from a strategic rather than a legal perspective are more likely to have higher levels of employee satisfaction and performance. The challenges they face also resonate with those of Meyer (2014), who argues that while cultural diversity can be an asset, without organised cultural support it can be destructive.

4.6.4 Interpretation and Discussion

The data indicates that multinational companies need to do more than just hire a diverse staff. Real inclusion demands daily work to foster communication, integration, and respect for different cultures. Leadership behavior, HR policies and mentoring are key in establishing the conditions under which diversity can lead to innovation and performance. Findings in relation to research sub question fives, as a conclusion, although the study has shown multicultural teams provide opportunities, for true success organisation strategies need to be structured and move beyond initial recruitment and embrace long term inclusion.

5. Conclusion

5.1 Main Findings

This research project focused on exploring how digital platforms such LinkedIN and specialised recruitment platforms enable international companies to attract and manage different types of talent. Findings indicated that digital platforms have the potential to expand access to global job seekers, their capacity to contribute to diversity in recruiting is largely determined by company policy and leadership practices.

The study highlighted the popularity of using LinkedIn as a means of global talent sourcing, but it is not capable of resolving cultural diversity matter. The use of digital tools has to be matched with purposeful inclusion policies by companies. Benefits of team culture diversity might be

achieved when it is combined with formal training and explicit communication rules. The introduction of specific recruitment spaces was regarded as a step towards inclusion but by no means full integration or commitment from organisations. Analyses of successful cross-culture collaboration also emphasise the role of being aware of the hidden norms from the culture rather than just the technology which brings people together. Multicultural businesses faces challenges, such as biases, language barriers, and the ongoing requirement for leadership support, when it comes to becoming genuinely inclusive.

Overall, the main findings of the research validated many of the existing literature, but also evidences practical obstacles that companies are yet to overcome for diversity initiatives to become long-term workplace practices.

5.2 Implications for Practice

The findings also indicate that, for companies looking to effectively recruit and retain diverse talent, simply having a platform like LinkedIn is not enough. They need to:

- Introduce long term cultural training programs for you staff to follow,
- Use diversity recruitment tools as a regular part of the process,
- Supporting new international employees in a structured way
- Cultivate leadership behaviour grounded in real support for inclusion, not just hiring.

Without these habits, the virtues of diversity may not be realised to their full potential and companies could be missing out on chances to innovate, connect with customers and markets.

5.3 Limitations of the Study

The size and scope of the interview sample restricted this study. Although the participants provided valuable insights, a cross-sectional study that covers more companies and areas might give a more complete understanding of the subject. In addition, the research was based on qualitative interviews, formed the basis of the study and these offer depth and not statistical generalisations.

5.4 Recommendations for Future Research

Subsequent research may further develop this by implementing qualitative and quantitative methodology to confirm the results at a larger scale. Future research might also consider the influence of particular technological advancements, such as Artificial Intelligence on diversity-oriented recruiting practices. Finally, cross-cultural studies across different cultural regions may could reveal additional insights on broader global dynamics of digital recruitment and diversity management.

5.5 Final Remarks

This project is an important step towards understanding the impact of digital recruitment platforms on Diversity and Inclusion in international business. It demonstrates the necessary shift that organisations are required to make in treating diversity not as a recruitment target, but fundamentally as an ongoing duty that requires change in both structure and behaviour. In a competitive and globalised market, companies that will be able to develop diverse workplaces

will not only be able to attract talent but to also boost their innovation and adaptability for the future.

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